



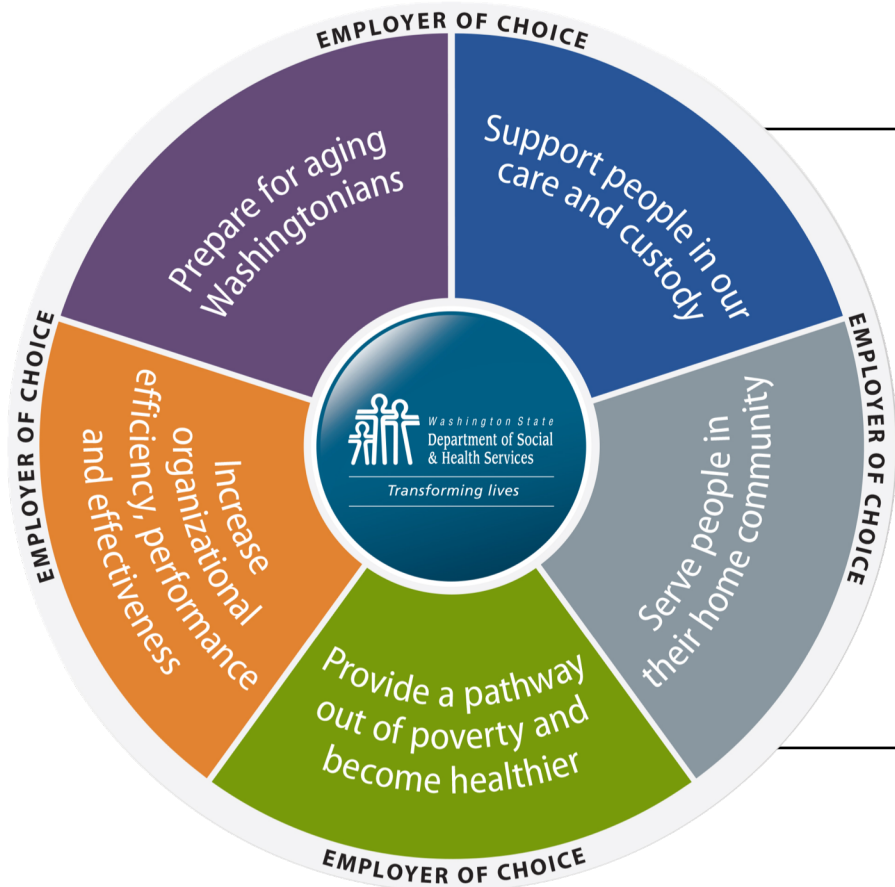
The Office of the Secretary presents

We Are One DSHS

A visual road map to the future of agencywide strategies and support services.

Part of the DSHS 2023-2025 Strategic Plan eBook Series

Our Unifying Mission is to Transform Lives



This wheel represents our six strategic priorities, each a critical pillar to transforming lives.

You will see these themes emerge across our plans for transforming our services.



Our DSHS Values are:

Diversity and Inclusion
Honesty and Integrity
Pursuit of Excellence
Open Communication
Commitment to Service



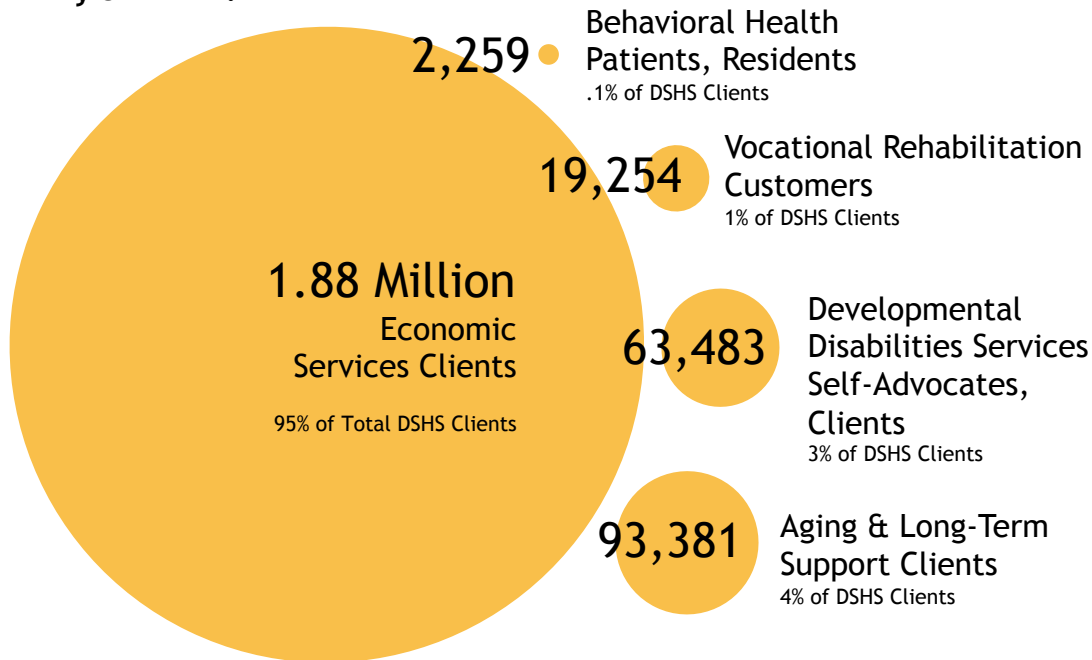
At the Department of Social and Health Services, we work tirelessly to help nearly 2 million people in Washington state navigate deeply complex systems in order to access essential human services. The strategic goals outlined here are bold, forward-thinking and aimed at dismantling barriers that stand between our clients and the tools we all need to build a strong foundation. I am excited to be with you on this journey toward equity, access and well-being for all Washingtonians.

Jilma Meneses, *DSHS Secretary*

A Look at Washingtonians Engaging in Social and Health Services

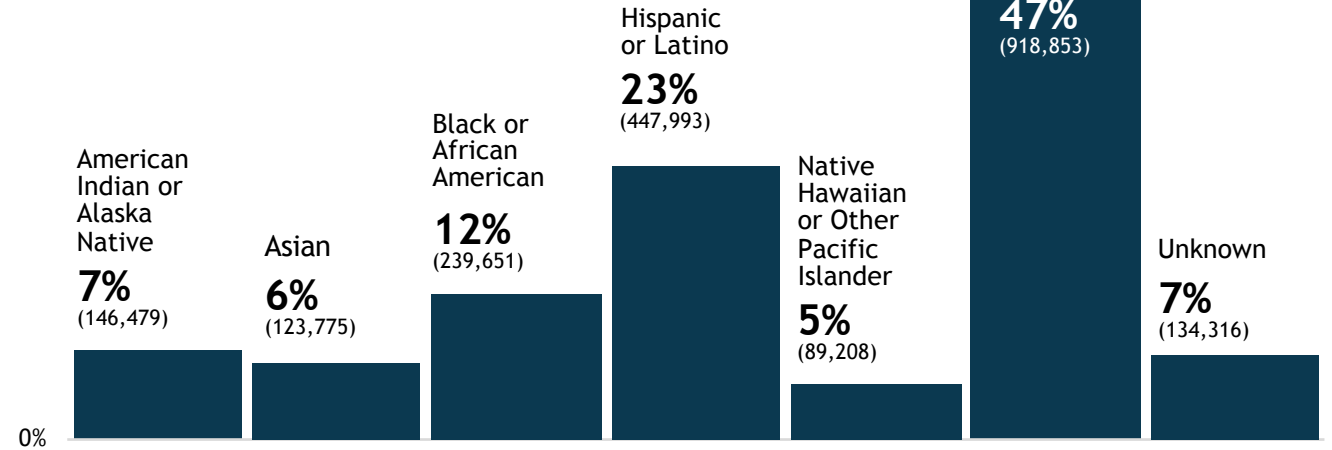
In 2020, **1.97 million** people engaged with DSHS services to support their well-being, independence and ability to fully participate in their communities.

By Services:



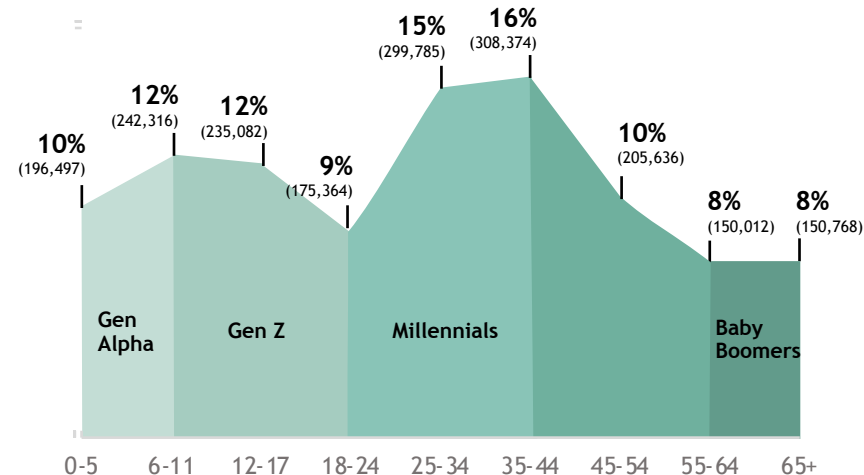
Note: Many clients receive more than one DSHS service. Total sum exceeds total number of DSHS clients.

Race/Ethnicity



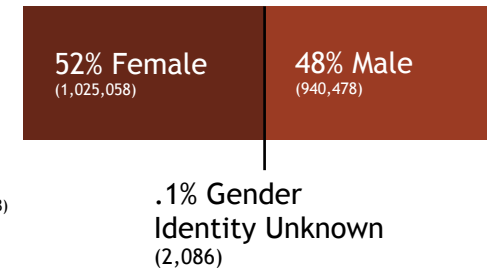
Note: Race/ethnicity groups are not mutually exclusive, with the exception of White, Non-Hispanic and Unknown. Therefore, the sum of counts across all groups will exceed the total population of clients served. We also do not currently have a way to visualize intersectional demographics, for example, reflecting transgender women of color.

Age



Note: Generation ranges are approximate and follow age ranges based on the Pew Research Center.

Gender Identity



Note: We recognize that people who identify as gender nonbinary, transgender and gender queer are not visibly reflected in this data set.

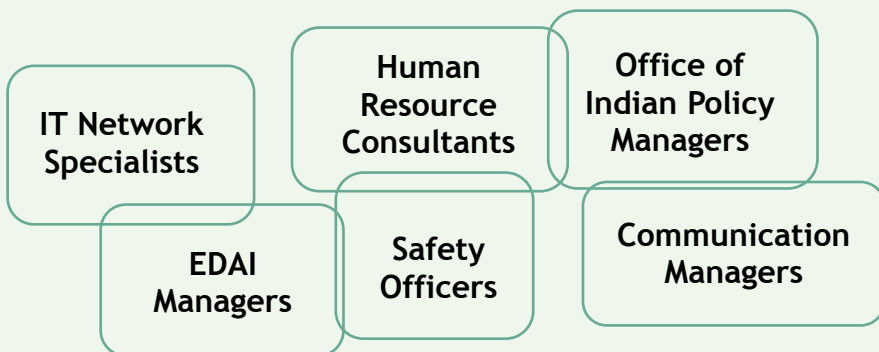


We Are DSHS

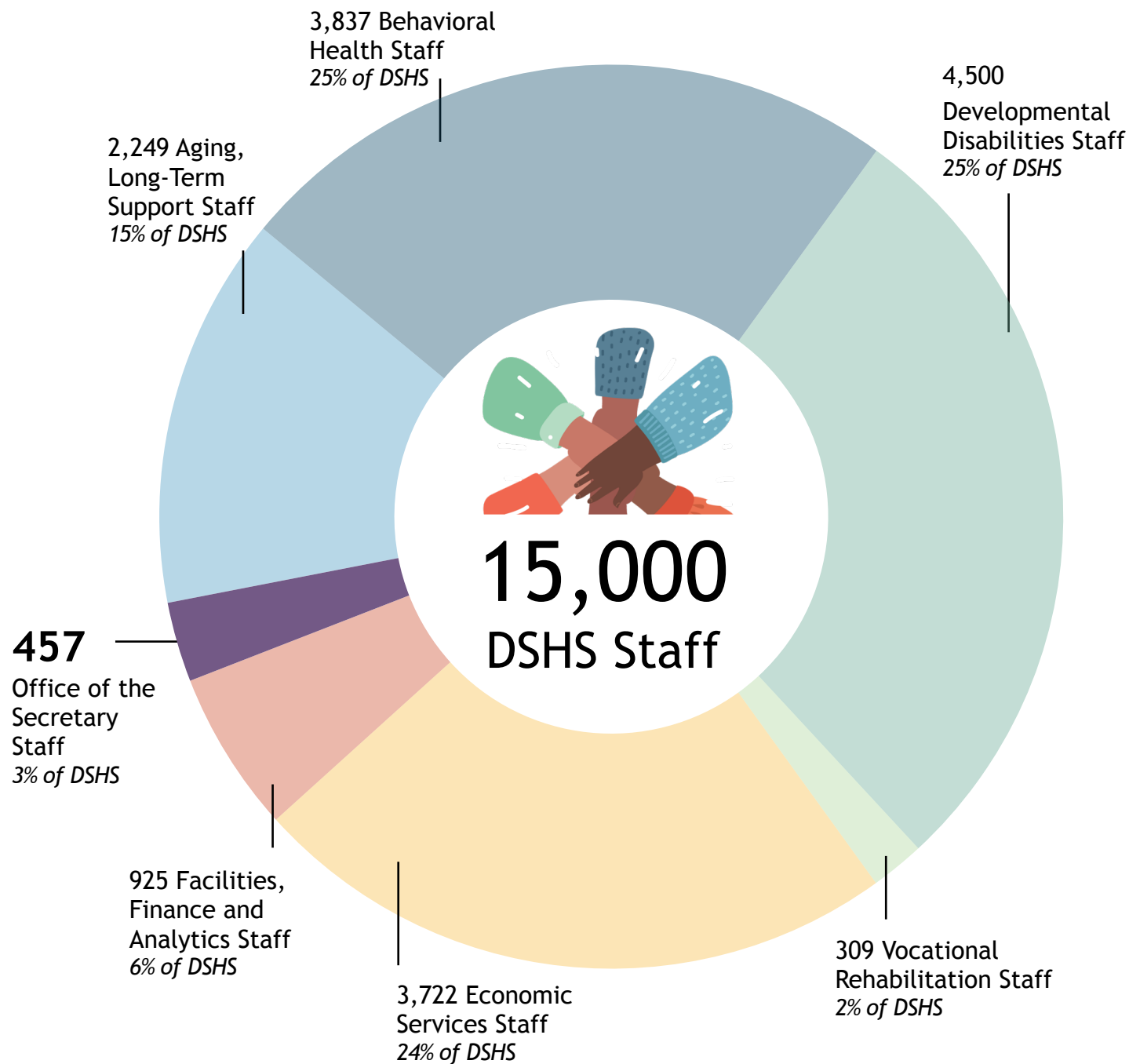
A spotlight on the staff of the Office of the Secretary

Over 400 dedicated Office of the Secretary staff provide critical supports to the entire agency.

Just some of our OOS professionals include:



Learn more about all our teams on the next page.



Growing our agencywide support

Enterprise Technology - Provides technology solutions that enable Washingtonians to easily identify and access life-changing health and human services.

Human Resources Division - Provides agencywide human resource support to empower and engage employees.

Office of Equity, Diversity, Access and Inclusion - Operationalizes procedural and outcome fairness, embracing difference and promoting participation.

Government and Community Relations Office - Coordinates the agency's legislative agenda and activities as well as guides the implementation of legislative initiatives.

Internal Audit and Consultation - Provides risk-based and objective assurance, advice, and insight to assist with organizational decision-making.

Office of Information Governance - Manages agencywide compliance with forms, public disclosure, records retention, privacy, legal holds, and discovery.

The Enterprise Risk Management Office - Improves workplace safety through identifying causes and trends of injuries and creating targeted action plans.

Office of Innovation, Strategy and Visual Communications - Provides the tools for continuous improvement, strategic planning, change management, staff engagement and the creative know-how of graphic design and visual storytellers.

Office of Indian Policy - Provides a central source for establishing, maintaining, and improving the government-to-government relationship for DSHS. Provides technical assistance to DSHS administrations to foster the relationships with the 29 federally recognized tribes of Washington.

Office of Communications - Provides effective and timely communication about DSHS.

Technology Services Division - Provides technical services and support for OOS and FFAA. In addition, TSD supports applications and operational technology services for the entire agency.

Office of Policy and Rules - Includes the Board of Appeals, the department's Combined Fund Drive, the Public Safety Review Panel, and the Rules and Policies Assistance Unit.

Leading policy towards a just and equitable Washington

Joining the Office of the Secretary in 2022, the Poverty Reduction team is elevating customer voices and leading policy, practice, and funding changes necessary to create economic justice for Washingtonians.

As the chair of Governor Inslee's new Subcabinet on Intergenerational Poverty, DSHS's goal is to reduce poverty through coordinated policy and program changes across the spectrum of health, housing, human and employment services.



Our Poverty Reduction efforts include:

- Implement the strategies in the 10-Year Plan to Dismantle Poverty.
- Raise and stabilize the economic floor for Washingtonians through coordinated policy and program changes.
- Modernize service delivery in collaboration with the people we serve and local partners.

Advancing our relationships with sovereign tribal governments

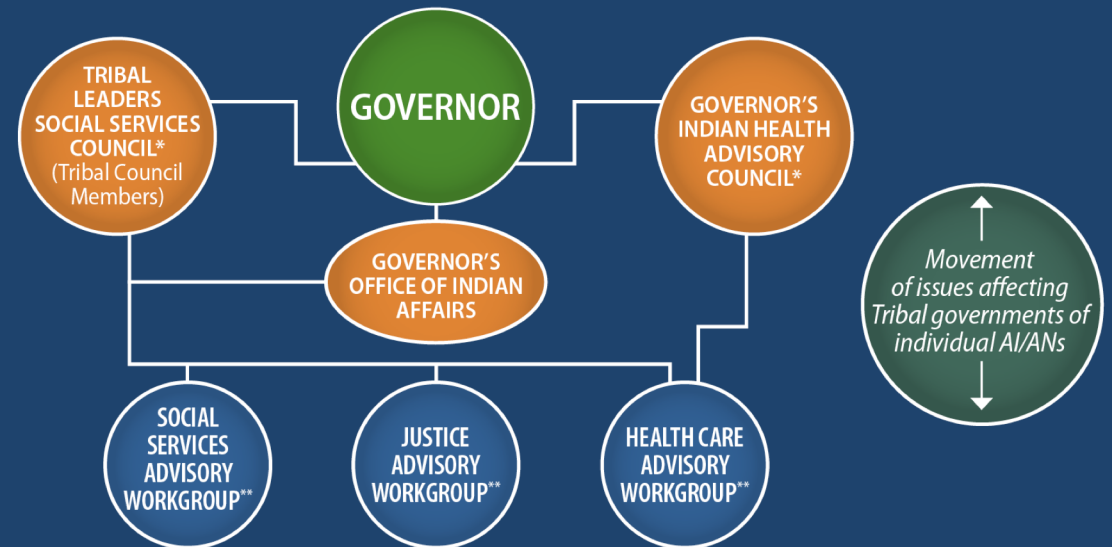
The Office of Indian Policy is advancing our government-to-government work within DSHS, the Governor's Office of Indian Affairs and other agencies to help us all grow and serve more people.

By building expertise internally and with our partners, we can develop more capacity for government-to-government relations.

We are also centering a tribal lens in support of the Governor's Poverty Reduction Plan.

Our strategic goal: Increase tribal participation to 100%, involving all 29 federally recognized tribes and seven Recognized American Indian Organizations.

Cross-Agency Government-to-Government Framework for Social and Health Services



* Agencies represented by executive leadership (e.g., secretary, agency director, etc.)

** Agencies represented by relevant executive or senior leadership (e.g., assistant secretary, program director, etc.)

We are collaborating with tribes in implementing this new framework, which will elevate their policy efforts across state government agencies.

We are advancing equity and access

Our future is becoming an anti-racist agency without barriers to employment, services and access for our colleagues, customers and clients.

With central efforts in the DSHS Office of Equity, Diversity, Access and Inclusion, EDAI administrators, communities of practice, staff and executive leaders are working to make that vision a reality.

We are also ensuring each administration, division and office are integrating the Truth, Social Justice and Dismantling Racism tools to track agency progress through January 2024.



At OOS, our equity, diversity, access and inclusion goals include:

Hiring of Black, Indigenous and People of Color in senior leadership positions.

Expansion of remote, telework and flexible work schedules to increase workforce diversity and inclusion.

Identification and elimination of structures, systems, policies and procedures that produce inequities and unjust power dynamics.

Investing in digital equity with a new DSHS Digital Equity Advisory Committee to promote universal access for all staff, clients and stakeholders.

We must be an employer of choice for our talented and dedicated workforce

Human Resources Division is turning its focus to the lifecycle of all employees.

From recruitment to mentoring to leadership development, we want to attract the next generation of DSHS public servants, while leveraging the expertise and mentorship of seasoned leaders.

Ways we are measuring success:

- Implementing state-of-the-art strategies for recruitment and hiring.
- Developing a culture of mentorship and leadership development that leads to staff retention.
- Increasing tools and guidance for supervisors to support employees effectively.



Our IT future is innovative

We're transforming technology solutions and modernizing infrastructure to empower our workforce and better serve Washingtonians.

Through a unified cloud vision, Enterprise Technology teams and IT leaders across the agency will deliver innovative cloud-smart solutions that create value and increase mobility.

We are also aligning with statewide cybersecurity strategies to protect sensitive data.





Transforming lives

Our journey continues ...

Learn more:

Read the full [OOS 2023-2025 Strategic Plan here](#).

See all [DSHS Strategic eBooks here](#).

